



**Department of Education
Office of Student Financial Assistance**

**DRAFT
Organization Design
For
FMS Applications Management**

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FMS Application Management Organization Design



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1. Introduction

Project Background

The U.S. Department of Education, Student Financial Assistance (SFA), is responsible for managing and administering student financial assistance programs authorized under Title IV of the Higher Education Act of 1965, as amended. These financial aid programs are:

- Campus Based Programs (Federal Perkins Loans, Federal Supplemental Educational Opportunity Grant,)
- Federal Work Study
- William D. Ford Federal Direct Loan Program
- Federal Family Education Loan Program
- Pell Grant Program

In 1998, Student Financial Assistance was named the government's first Performance Based Organization (PBO). This "new" organization was given increased operating flexibility in exchange for the task accountability for improving customer service, reducing unit cost and increasing employee satisfaction. To achieve the overall standard of performance and satisfy the intent of the PBO legislation a large scale transformation is taking place at SFA. The organization is focused on reengineering business processes, integrating and enhancing technology, and developing their employees.

Last fall, SFA named Andersen Consulting as their Modernization Partner. AC has been tasked with introducing and applying private industry financial models and eCommerce solutions to lower the agency's unit costs and to increase customer and employee satisfaction. As a result of the work which Andersen Consulting will do with Student Financial Assistance, a new Financial Management System for SFA will be implemented to provide the ability to report financial data and compile statistics across Programs and appropriations, consolidate redundant processes, and report summary and detailed accounting on SFA grant, loan, and operational (administrative) activity to Congress and other outside organizations.

As a result of the build, SFA has requested additional assistance in the ongoing applications management of the FMS.

Scope and Objective

The intent of the organization design is to build an FMS Application Management organization to support the ongoing requests and maintenance needs of the FMS. The scope of work included in sustaining the FMS encompasses user support (i.e. managing and resolving end-user requests from FMS Tier 1) and FMS applications maintenance (i.e. bug fixes and minor enhancements). Major enhancements (greater than 80 hours) and new development projects are excluded from the scope of FMS Applications Management.



This document includes a description of the guiding principles for building the FMS Application Management organization, a detailed organization structure with functional descriptions for each position within the organization and a staffing plan for FMS Application Management team.

Guiding Principles

The following guiding principles were used to drive the design of the Tier II FMS Application Management organization:

- Provide required FMS support and maintenance to ensure reliable SFA FMS business systems
- Ensure flexibility and scalability to support future phases of FMS (additional applications)
- Ensure a customer focus by providing a *single* point of accountability to Jim Lynch and Paul Stonner
- Provide a *single* entry point to receive escalated Tier I FMS user problems and to capture FMS enhancement requests
- Work with partners (CSC, FMS development team) and suppliers (Oracle) to integrate process and procedures to support the operations of FMS
- Enable the FMS process architecture that supports FMS applications management



FMS Applications Management Customers, Users and Partners

Customers

- **Jim Lynch, CFO**, owns the FMS application and is responsible for ensuring that anticipated business benefits are realized as well as for customer satisfaction with it. In this role, Jim serves as the business sponsor for FMS and provides strategic direction to the FMS Application Management group.
- **Paul Stonner, FMS Project Manager**, manages the FMS development efforts from requirements definition through implementation. In this role, Paul provides tactical direction to the FMS Application Management group.

FMS Applications Management Users

- **Tier 1 FMS Functional Help Desk** will receive and own all end-user problems/requests. Those requests that cannot be resolved will be escalated to the FMS Applications Management Tier II Help Desk. FMS maintenance and enhancement requests will be captured, prioritized and forwarded to FMS Application Management to be worked.

SFA FMS End Users

- **Department of Education Personnel** use the FMS system to process invoices stemming from guaranty agencies and also for general accounting purposes including the payment of invoices for funding requests to the Department of Education.
- **Program Participants** use the FMS system to submit reports concerning which loans they are guaranteeing on a monthly, quarterly and annual basis.

Partners

- **FMS Development Team**, develops future phases of FMS from requirements definition through implementation.
- **Computer Sciences Corporation, Virtual Data Center**, provides data center support, maintains the production, development and test environments, provides backup and disaster recovery and provides application security.

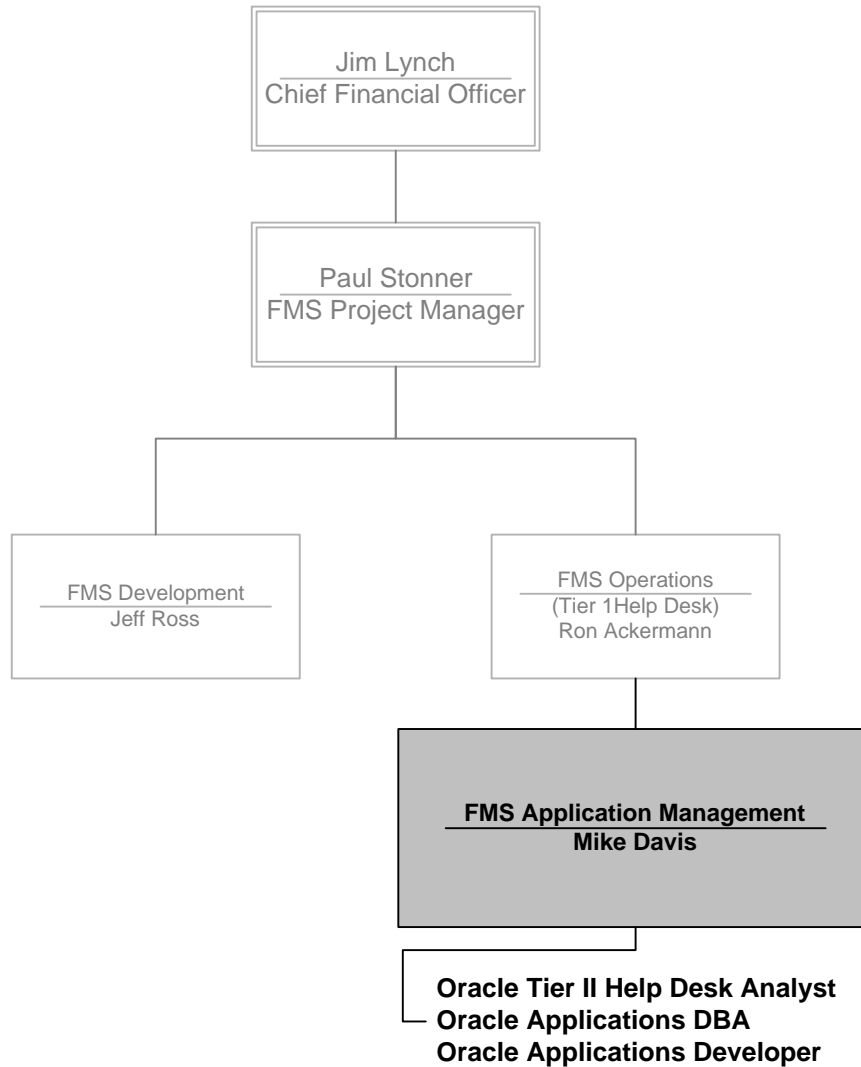
Suppliers

- **Oracle Systems** will provide the FMS Application Management group with application and product specific support.



2. FMS Application Management Organization Design

FMS Applications Management Organization Chart and Relationships





FMS Applications Management Staffing Plan

The FMS Application Management organization consists of 4 employees:

- FMS Application Management Lead – Mike Davis
- Oracle Applications DBA – Marcus Daughtry
- Oracle Applications Developer – TBD (if required)
- Oracle Tier II Help Desk Analyst – Todd Kaywood

Position Descriptions

Outlined on the following pages are descriptions for each of the positions required to support the FMS Application Management organization. Each description provides an overview of the key functions performed as well as a more detailed description of processes supported and skills required.

FMS Application Management Lead

The FMS Application Management Lead is primarily responsible for:

- Serving as the key interface with the customers of FMS application management
- Prioritizing and ensuring the timely and accurate resolution of technical end-user requests/problems escalated from the FMS Tier I Help Desk
- Ensuring that FMS application fixes and minor enhancements are completed in an timely and accurate manner
- Overseeing the technical maintenance of FMS applications
- Developing and managing the FMS Applications Management budget and financials
- Managing Service Level Agreements (SLA) & Operating Level Agreements (OLA) by measuring and reporting FMS Applications Management performance metrics

Functions/Tasks Performed	Skills Required
Performance Management <ul style="list-style-type: none">• Generate reports• Maintain SLAs/OLAs• Measure balanced performance• Improve service and productivity Operations Planning and Management <ul style="list-style-type: none">• Manage FMS Applications Management financials• Manage FMS Applications Management operations issues<ul style="list-style-type: none">• Identify issues• Own and resolve issues	<i>Professional Skills</i> <ul style="list-style-type: none">• Continuous Learning and Improvement• Customer Service Orientation• Goals/results orientation• Interpersonal communications• Professionalism• Project Management• Technology Literacy

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Functions/Tasks Performed	Skills Required
Service Provision <ul style="list-style-type: none"> • Execute work (minor enhancements and fixes) • Conduct testing of minor enhancements and fixes • Coordinate releases with FMS development team • Diagnose problems (root cause) and resolution • Work with partners and suppliers to resolve complex issues • Liaison to the Virtual Data Center 	<i>Managerial Skills</i> <ul style="list-style-type: none"> • Employee Development • Knowledge Sharing • Leadership • Problem Solving and Decision Making • Program Management • Visioning
Request Management – Serve Users Requests escalated from the FMS Tier I Help Desk <ul style="list-style-type: none"> • Validate and authorize requests • Prioritize and categorize requests • Resolve simple user requests • Assign complex requests • Close requests • Management of request issues <ul style="list-style-type: none"> • Identify issues • Own and resolve issues • Monitor and resolve escalated request issues 	<i>Technical/Functional Skills</i> <ul style="list-style-type: none"> • Contract Management • Customer Relationship Management • Financial Management • Quality Management • Database and File Management • Oracle Application Programming • Information Systems Security • Operating Systems • Programming Languages (incl. PL/SQL) • Knowledge of Oracle 8.0 • Knowledge of UNIX • Network Software and Communications
Human Resource Management <ul style="list-style-type: none"> • Staff employees • Develop employees 	
Work Environment Management <ul style="list-style-type: none"> • Manage tools and technology • Manage physical environment 	



Oracle Tier II Help Desk Analyst

The Oracle Tier II Help Desk Analyst is responsible for all receiving, logging, routing and tracking all requests escalated from the FMS Tier I Help Desk.

Functions/Tasks Performed	Skills Required
Request Management – Serve Users Requests escalated from the FMS Tier I Help Desk <ul style="list-style-type: none">• Receive and log requests• Validate and authorize requests• Prioritize and categorize requests• Resolve simple requests<ul style="list-style-type: none">• Complete simple requests if assigned• Assist in resolution of complex requests• Discuss completed requests at status meetings• Update request database• Track and Close requests• Assist in Phase III development effort when available	<i>Professional Skills</i> <ul style="list-style-type: none">• Continuous Learning and Improvement• Customer Service Orientation• Goals/results orientation• Interpersonal communications• Professionalism• Technology Literacy <i>Technical/Functional Skills</i> <ul style="list-style-type: none">• Database and File Management• Oracle Applications• Oracle Developer 2000• PL/SQL



Oracle Applications DBA

The Oracle Applications DBA is responsible for technical maintenance of FMS Oracle applications as well as support for resolving technical requests/problems and FMS fixes and enhancements.

Functions/Tasks Performed	Skills Required
Service Provision <ul style="list-style-type: none"> • Execute work • Support FMS Oracle production environment <ul style="list-style-type: none"> • Performance and tuning • Tier II application and database support • Monitoring and maintenance • Database and file management • Product expert (Oracle) Request Management – Serve Users Requests escalated from the FMS Tier I Help Desk <ul style="list-style-type: none"> • Resolve simple requests <ul style="list-style-type: none"> • Complete simple requests if assigned • Discuss completed requests at status meetings • Update request database • Resolve complex requests when necessary <ul style="list-style-type: none"> • Provide initial estimation of time and resources required to complete complex requests • Develop high level work breakdown structure for complex requests • Manage relationships and coordinate tasks with VDC Production DBA • Management of request issues Issue Identification <ul style="list-style-type: none"> • Identify issue • Capture issue in tracking tool • Define and analyze issue further • Create a brief action plan for resolution of issue • Assign issue to an issue owner • Review issue with issue owner and determine severity and urgency Issue Ownership <ul style="list-style-type: none"> • Determine resolve by date and action plan • Collect and analyze information to resolve issue • Determine whether issue requires escalation • Escalate issue and involve appropriate parties to resolve • Resolve issue and communicate resolution 	<i>Professional Skills</i> <ul style="list-style-type: none"> • Continuous Learning and Improvement • Customer Service Orientation • Goals/results orientation • Interpersonal communications • Professionalism • Oracle Technology Literacy <i>Technical/Functional Skills</i> <ul style="list-style-type: none"> • Database and File Management • Oracle Application Programming • Information Systems Security • Operating Systems • Programming Languages (incl. PL/SQL) • Knowledge of Oracle 8.0 • Knowledge of UNIX • Network Software and Communications



Oracle Developer

The Oracle Developer is responsible for estimating and making all enhancements and fixes to the Oracle Production database that require less than 80 hours of effort as well as providing support for the resolution of technical requests/problems escalated from the Tier I FMS Help Desk.

Functions/Tasks Performed	Skills Required
Service Provision <ul style="list-style-type: none"> • Support production environment • Estimate enhancement requests and create technical specifications • Performance enhancements up to 80 hours of work • Assist in Oracle report writing • Serve as product expert (Oracle) • Coordinate development work with Phase III effort • Assist in Phase III development when available Request Management – Serve Users Requests escalated from the FMS Tier I Help Desk <ul style="list-style-type: none"> • Resolve simple requests <ul style="list-style-type: none"> • Complete simple requests if assigned • Discuss completed requests at status meetings • Update request database • Resolve complex requests when necessary <ul style="list-style-type: none"> • Provide initial estimation of time and resources required to complete complex requests • Develop high level work breakdown structure for complex requests • Management of request issues <i>Issue Identification</i> <ul style="list-style-type: none"> • Identify issue • Capture issue in tracking tool • Define and analyze issue further • Create a brief action plan for resolution of issue • Assign issue to an issue owner • Review issue with issue owner and determine severity and urgency <i>Issue Ownership</i> <ul style="list-style-type: none"> • Determine resolve by date and action plan • Collect and analyze information to resolve issue • Determine whether issue requires escalation • Escalate issue and involve appropriate parties to resolve • Resolve issue and communicate resolution 	<i>Professional Skills</i> <ul style="list-style-type: none"> • Continuous Learning and Improvement • Customer Service Orientation • Goals/results orientation • Interpersonal communications • Professionalism • Oracle Technology Literacy <i>Technical/Functional Skills</i> <ul style="list-style-type: none"> • Database and File Management • Oracle Applications • Oracle Developer 2000 • Programming Languages (incl. PL/SQL)



3. Appendix - Roles and Responsibilities Matrix